

Table 9

Colgate-Palmolive Company

Non-GAAP Reconciliations

For the Twelve Months Ended December 31, 2025 vs. 2024

(Dollars in Millions Except Per Share Amounts) (Unaudited)

	2025	2024	
Gross Profit			
Gross profit, GAAP	\$ 12,251	\$ 12,161	
Restructuring programs ⁽¹⁾	—	20	
Gross profit, non-GAAP	<u>\$ 12,251</u>	<u>\$ 12,181</u>	
Gross Profit Margin			Basis Point Change
Gross profit margin, GAAP	60.1 %	60.5 %	(40)
Restructuring programs ⁽¹⁾	— %	0.1 %	
Gross profit margin, non-GAAP	<u>60.1 %</u>	<u>60.6 %</u>	<u>(50)</u>
Selling, General and Administrative Expenses			
Selling, general and administrative expenses, GAAP	\$ 7,903	\$ 7,729	
ERISA litigation matter	(99)	—	
Restructuring programs ⁽¹⁾	(6)	(6)	
Selling, general and administrative expenses, non-GAAP	<u>\$ 7,797</u>	<u>\$ 7,723</u>	
Selling, General and Administrative Expenses as a Percentage of Net Sales			Basis Point Change
Selling, general and administrative expenses as a percentage of Net sales, GAAP	38.8 %	38.5 %	30
ERISA litigation matter	(0.5)%	— %	
Restructuring programs ⁽¹⁾	— %	(0.1)%	
Selling, general and administrative expenses as a percentage of Net sales, non-GAAP	<u>38.3 %</u>	<u>38.4 %</u>	<u>(10)</u>
Other (Income) Expense, Net			
Other (income) expense, net, GAAP	\$ 123	\$ 164	
Acquisition-related costs	(9)	—	
Restructuring programs ⁽¹⁾	(7)	(59)	
Other (income) expense, net, non-GAAP	<u>\$ 107</u>	<u>\$ 105</u>	
Operating Profit			% Change
Operating profit, GAAP	\$ 3,306	\$ 4,268	(23)%
Goodwill and intangible assets impairment charges	919	—	
ERISA litigation matter	99	—	
Restructuring programs ⁽¹⁾	13	85	
Acquisition-related costs	9	—	
Operating profit, non-GAAP	<u>\$ 4,347</u>	<u>\$ 4,353</u>	<u>— %</u>
Operating Profit Margin			Basis Point Change
Operating profit margin, GAAP	16.2 %	21.2 %	(500)
Goodwill and intangible assets impairment charges	4.5 %	— %	
ERISA litigation matter	0.5 %	— %	
Restructuring programs ⁽¹⁾	0.1 %	0.5 %	
Acquisition-related costs	— %	— %	
Operating profit margin, non-GAAP	<u>21.3 %</u>	<u>21.7 %</u>	<u>(40)</u>
Non-Service Related Postretirement Costs			
Non-service related postretirement costs, GAAP	\$ 55	\$ 87	
ERISA litigation matter	34	—	
Non-service related postretirement costs, non-GAAP	<u>\$ 90</u>	<u>\$ 87</u>	

Note: The impact of non-GAAP adjustments may not necessarily equal the difference between “GAAP” and “non-GAAP” as a result of rounding.

Table 9
Continued

Colgate-Palmolive Company

Non-GAAP Reconciliations

For the Twelve Months Ended December 31, 2025 vs. 2024

(Dollars in Millions Except Per Share Amounts) (Unaudited)

	2025						
	Income Before Income Taxes	Provision For Income Taxes⁽²⁾	Net Income Including Noncontrolling Interests	Less: Income Attributable to Noncontrolling Interests	Net Income Attributable To Colgate- Palmolive Company	Effective Income Tax Rate⁽³⁾	Diluted Earnings Per Share
As Reported GAAP	\$ 3,059	\$ 798	\$ 2,261	\$ 129	\$ 2,132	26.1 %	\$ 2.63
Goodwill and intangible assets impairment charges	919	125	794	—	794	(2.9)%	0.98
ERISA litigation matter	65	12	53	—	53	(0.1)%	0.06
Restructuring programs ⁽¹⁾	13	2	11	—	11	— %	0.01
Acquisition-related costs	9	2	7	—	7	— %	0.01
Non-GAAP	<u>\$ 4,065</u>	<u>\$ 940</u>	<u>\$ 3,125</u>	<u>\$ 129</u>	<u>\$ 2,996</u>	<u>23.1 %</u>	<u>\$ 3.69</u>
	2024						
	Income Before Income Taxes	Provision For Income Taxes⁽²⁾	Net Income Including Noncontrolling Interests	Less: Income Attributable to Noncontrolling Interests	Net Income Attributable To Colgate- Palmolive Company	Effective Income Tax Rate⁽³⁾	Diluted Earnings Per Share
As Reported GAAP	\$ 3,956	\$ 907	\$ 3,049	\$ 160	\$ 2,889	22.9 %	\$ 3.51
Restructuring programs ⁽¹⁾	85	12	73	—	73	(0.2)%	0.09
Non-GAAP	<u>\$ 4,041</u>	<u>\$ 919</u>	<u>\$ 3,122</u>	<u>\$ 160</u>	<u>\$ 2,962</u>	<u>22.7 %</u>	<u>\$ 3.60</u>

The impact of non-GAAP adjustments may not necessarily equal the difference between “GAAP” and “non-GAAP” as a result of rounding.

Notes:

- (1) The restructuring program charges relate to the Strategic Growth and Productivity Program in 2025 and the 2022 Global Productivity Initiative in 2024.
- (2) The income tax effect on non-GAAP items is calculated based upon the tax laws and statutory income tax rates applicable in the tax jurisdiction(s) of the underlying non-GAAP adjustment.
- (3) The impact of non-GAAP items on the Company’s effective tax rate represents the difference in the effective tax rate calculated with and without the non-GAAP adjustment on Income before income taxes and Provision for income taxes.